Implementation Of Transformational Leadership And Organisational Commitment In Human Resource Development From An Organisational Culture Perspective

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ABSTRACT

This research discusses the implementation of transformational leadership and organizational commitment in the development of human resources (HR) from the perspective of organizational culture. The research was conducted at a UNISMA hospital company by collecting data through interviews, observations, and documentation consisting of the director, head of HR, head of Medicine and Midwifery section, Head of Spirituality.

The results of the minor proposition show that proposition one: Transformational leadership based on Surat Al-maidah is able to care for all employees of UNISMA Hospital, proposition two: Surat Al-maidah-based organizational commitment is able to create a competitive work nuance of UNISMA Hospital, and proposition three: family-based HR development is able to create employees with character at UNISMA Hospital. Then, the major proposition was found that Islamic-based transformational leadership behavior was able to create organizational commitment and human resource development in order to improve the organizational culture of UNISMA Hospital

Based on the results of minor propositions and major propositions, it is recommended that UNISMA Hospital pay attention to the organizational culture built and strengthen transformational leadership in HR development. This can increase organizational commitment and employee performance in achieving organizational goals. In addition, this research can be a reference for other companies in developing human resources and paying attention to organizational culture as an important factor in organizational success.

Keywords: organizational culture, transformational leadership, organizational commitment, HR development

INTRODUCTION

An organisation is a place for a group of people who have the same goals and interests. Basically, organisations have a vision and mission, leaders, followers, and a series of work programs to achieve the desired goals. The organisation is tasked with being able to encourage its members to be able to hone and develop the potential they have. therefore, it is important to reflect on leadership, where a true leader must be serious in working towards goals or targets in all actions to direct the organisation towards a goal, so that leaders in real terms must be able to direct the organisation towards a new direction.(Yukl & Gardner III, 2020)

The leadership model of a person who leads the wheels of the organisation is also needed, leadership is also known as leadership. Leadership is the process of a leader influencing others to know, understand, and agree on what to do and how to do it (Yukl & Gardner III, 2020). Transformational leadership is one of the leadership styles. Transformational leadership always undergoes development in terms of theory and implementation. Basically, transformational leadership is a leadership style used by a manager when he or she wants a group to stretch boundaries and perform beyond the status quo of the organisation to achieve an entirely new set of organisational goals. (Northouse, 2021). Indeed, it is possible through transformational leaders to give meaning to an organisation to its members.

Commitment is needed in an organisation, commitment is always described by the seriousness in carrying out its duties as an organisation. This commitment is known as organisational commitment. Where, organisational commitment is a form of attitude of acceptance and strong belief in the values and goals of the organisation, as well as with a strong urge to maintain membership in the organisation in order to achieve its goals. (Demirtaş, 2018). Commitment means a form of attachment, identification, and individual involvement with the organisation that is followed. (Karriker & Hartman, 2019).

Besides these, a follower or a member of an organisation is considered an important and vital part, therefore members or followers are interpreted for an organisation as a valuable asset for the sustainability of an organisation established, so it is necessary to develop the human resources in the organisation. This human resource development can be described as the organisation's efforts or attempts to increase the ability of members to complete various tasks optimally (Mathis & Jackson, 2016). As part of the human resource development programme, two methods of training and education are applied (Dessler, 2020) .

Based on the values given by the leader of an organisation and the organisational commitment that is implemented in an organisation, it gives a trait or characteristics to an organisation in executing its duties. This trait or characteristic is interpreted as organisational culture, which is a form of assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks and reacts to its diverse environment (Kinicki, 2021). Organisational culture is also described as the values and norms shared within an organisation and taught to employees as newcomers (Daft, 2013).

In previous researchers, many of them using quantitative methods showed how transformational leadership in an organisation can build organisational commitment and organisational culture (Anam et al., 2018, 2022). Then organisational culture and transformational leadership can increase organisational commitment (Rahmi & Mulyadi, 2018). On the other side, the role of organisational culture is not enough to build a transformational leadership model (Nugroho, 2019). Another research which uses qualitative research methods reveals the role of transformational leadership in improving the performance of the paskibra organisation (Anam et al., 2018, 2021)

Reviewing previous research shows that transformational leadership and organisational commitment are able to build an organisational culture and improve the performance of an organisation. However, less review of implementation the transformational leadership and organisational commitment to developing human resources in the perspective of organisational culture, with qualitative methods. So that questions raised by the researcher: 1) How is the development of Human Resources at UNISMA Islamic Hospital based on the perspective of Transformational Leadership, 2) How is the development of Human Resources at UNISMA Islamic Hospital based on the perspective of Organisational Commitment, 3) How is the development of Human Resources at UNISMA Islamic Hospital based on the perspective of Organisational Culture?

This article is expected to be a reference for future research, as well as a treasure of knowledge of the development of the implementation of transformational leadership and organisational commitment in HR development from the perspective of organizational culture both academically and practitioners. The findings can strengthen the results of previous research, regarding the implementation of transformational leadership and organisational commitment in HR development from the perspective of organisational culture.

RESEARCH METHOD

This research design uses a type of qualitative research, where the approach uses interactive qualitative - single case popularised by Robert Yin, the case studies. the setting in this research is at UNISMA Malang Islamic Hospital where, the selection of the setting of this research setting is carried out purposively or intentionally. Determination of informants in this study does not have a minimum sample size, because in this study at least fulfils 2 conditions, namely adequacy and suitability (Martha & Kresna, 2016), There are three conditions in determining the number of informants, including:

1. Researchers can increase the number of informants, if information is still lacking.
2. Researchers can reduce the number of informants if they feel the information is sufficient.
3. Researchers can replace informants (something that is difficult to do in quantitative research) if the informant does not cooperate in the interview.

For this reason, researchers choose and determine 4 informants who are thought to fulfil the three conditions described above, the details of determining informants in the following table:

Tabel 1 Informan

No.	Nama (Inisial)	Jabatan	Pertimbangan/ Ketentuan	Keterangan
1.	HM	Direktur Rumah Sakit Islam UNISMA	Purposive/ Snowball Sampling	Informan Kunci
2.	NA	Kasubag Sumber Daya Manusia	Purposive/ Snowball Sampling	Informan Utama
3.	FR	Karyawan	Purposive/ Snowball Sampling	Informan Pendukung
4.	MH	Karyawan	Purposive/ Snowball Sampling	Infoman Pendukung

Sumber: Martha & Kresno, 2016

Data collection techniques in this research used several methods 1) Observation, 2) Interview, 3) Documentation. After the data is obtained, the researcher tests the validity of the data using source triangulation and method triangulation. Researchers use data analysis techniques in general in qualitative research, namely 1) data collection, 2) simplification, 3) data presentation, 4) presentation of data interpretation, 5) closing. (Yin, 2016).

RESULT AND DISCUSSION
RESULT OF DATA ANALYSIS

Transformational leadership based on Surat Al-maidah is able to nurture all employees of UNISMA Hospital

A sense of caring is an attitude of partiality to involve ourselves in the problems, situations or conditions that occur around us. Awareness and helping each other is one of the hallmarks of Islamic culture. Allah directly commands it in the Al-Qurn'an dalil to all mankind. This is explained in verse 2 of Surah Al-Maidah, Allah SWT has said:

وَتَعَاوَنُواْ عَلَى الْبِرِّ وَالتَّقْوَى ۖ

"*And help each other in goodness and piety.*"

The manifestation of the sense of awareness is illustrated by the behaviour of helping each other, in the act of helping each other, there needs to be an attitude that is able to distinguish in an action. This sense of care is also explained in verse 32 of Surah Al-Maidah, which reads,

فَكَأَنَّمَآ أَحْيَا النَّاسَ جَمِيعًا وَمَنْ أَحْيَاهَا

" *Whoever preserves the life of one human being, it is as if he has preserved the life of all human beings.*"

From the translation of the verse above, it can be interpreted that in providing a service and devotion to health for others is a noble act and can be a field of reward for those who run. A sense of care generally rises from various sources, HM said

"I ensure that in one of our vision and mission, our service is our worship, I always emphasise in accordance with Surah al Maidah, we work in a good place

with a good purpose so this must be our strength. I often say waman ahyaha faka annama ahyannasa jamiyah What is it so whoever preserves the life of one human being is like preserving the life of all human beings, so it is based on sincerity earlier that my service is my best worship, well it becomes our reference which is based on surat al-maidah verse 32."

The existence of a sense of concern for others makes a service to the community a fortune and a good practice in life. Sincerity in providing services to the community becomes a blessing that makes employees not oriented towards profit and loss, this is as expressed by NA.

"... so here the approach is through religion, so gratitude for getting a job while other people out there may not necessarily be able to get a job, well that can automatically foster loyalty from employees."

A sense of concern for others, sincerity in providing services, and the belief that what is done is something good become the reference and strength of the leader in running an organisation that he leads.

In principle, the role of the leader in an organisation is very important, the role of the leader here is defined as an involvement or action of a person who aims to direct and be an example and provide motivation for members who work under him, where the role of a leader also has a standardised assessment as a leader. the role of leaders in UNISMA Islamic Hospital generally arise from several sources, HM said

"... basically they must be invited to have a high sense of belonging to the hospital, that's the first thing".

MH explained that

"...what is clear is that the head must first set an example, otherwise it doesn't work."

There is an action in the form of invitation and example where the leader wants all employees to have a high sense of ownership of all activities programmed by the Hospital. The actions or character of such leaders are also in line with the thoughts of managers and employees, FR said

"...we as leaders are clear that one we work according to the planned programme and also the second there is direction from our superiors the board of directors, besides that the third we can also accommodate the aspirations of our subordinates and the need for clarification of a problem that occurs in the field. That's what we have been doing all this time.".

FR also adds

"...so the attitude of this leader must motivate yes, motivate friends who can be invited to develop and improve knowledge,"

With leaders who are willing to invite, direct, and motivate their members to make members who work under them can carry out work programmes well, in the end, the character of leaders like this can ignite the enthusiasm of their members in an effort to develop the potential possessed by members.

A nurturing attitude is an action that is owned by someone towards others with the aim of protecting, guiding, accompanying, and serving. A nurturing

attitude needs to be possessed by a leader in carrying out a task from the leader himself, nurturing actions need to be done so that the members under him feel cared for and cared for in every action taken by their members. Nurturing generally appears from several points of view, NA states

"... the type of work or working atmosphere here is family, so it is indeed a family approach, mentoring like that."

A family approach is one example of an action from applying the concept of nurturing, a sense of kinship that has been fostered will make members feel they do not feel alone but feel cared for by other fellow members, this is as stated by FR.

"...information from each socialisation is expected to have a good impact, there is a sense of kinship for friends, firstly. Secondly, if there is a friend who is affected by a disaster, we have compensation money or gifts. The aim is to increase our sense of solidarity and kinship that we are one family,"

With a family approach, it can also affect the sense of solidarity of each member to grow. By implementing actions in the concept of a family approach, it is possible that member performance will increase.

Organisational commitment based on Surat Al-maidah is able to create a competitive work atmosphere at UNISMA Hospital.

Cooperation is an action where someone does a job together to achieve the desired goal, basically cooperation is carried out without seeing the background of someone who will be invited to work together. Cooperation is also often interpreted as collaboration or synergy, both individuals with individuals and organisations with organisations. Cooperation itself generally appears with several views, HM states

"... if all staff and employees are involved in all services that are not only carried out by medical staff, we instil that all staff and employees from manager level to parking attendants are an important part of providing services to the community."

MH also said

"...but I always say that all staff and employees in this hospital are an important part, the potential is definitely there but referring to the assessment data that we hold."

In synergy or cooperation, it should be noted that all members of an agency or organisation are very important. Not only within the scope of the leadership in carrying out a collaboration, but also the entire department and members within the department, FR stated

"... from there we discuss in stages what is done every day by our nurse and midwife friends in the field to improve the quality of nursing and kebidangan at RSI UNISMA."

FR also adds

"... usually this loyalty grows from within each individual, there are several ways we have done and in collaboration with the HR unit we do socialisation

every month, from socialisation every month we can instill a sense of love for RSI UNISMA"

A collaboration occurs based on an agreement made after discussion and also socialisation to fields that have the same goal. Cooperation or synergy is an effort to complement the shortcomings in a work program or an activity or work system of the organisation. MH stated

"... to achieve the vision and mission so it's every, not every from me but from every employee"

MH adds

"... so for example if there are patients from abroad we also have to go down, so when we are needed we have to go down so not only the staff at the front can speak Arabic and can speak English."

In this case, cooperation and synergy between departments is very important so that the expected vision and mission are achieved and also in carrying out cooperation makes the performance of an organisation increase and by working together all members of the organisation can develop optimally.

Sustainability is the ability to maintain a system and process characterised by achieving the same goals. In implementing a system that is applied and maintained, it is necessary to be consistent. Consistency is an important commitment to be made by an organisation, especially in service provider organisations, MH stated

"...the comfort and safety of everything for the patient is narrowed down to that, so the rules and SPOs that already exist are very concerned and regulated in great detail, so the policies I make all refer to patient safety and patient comfort"

Is not depend on the term of office, but depends on the needs. Yes, the organisational culture can change but it adapts to the needs. But in my opinion, it does not affect the term of office, if it is still relevant, we will continue it if it is no longer relevant, we will change it according to our needs."

MH also explained

"... when I first entered, the director was still the same, back then it was the first garden hospital well that was before the construction, back then there were many trees well that was a different slogan, so it could change if there was something that needed to be added"

Maintaining a system from the beginning of an organisation and updating every detail that refers to the changes and needs of the organisation is a good consistency in running an organisation. An organisation that is able to adapt to its environment and continue its consistency is an organisation that can develop well.

Self-actualisation according to Abraham Maslow is a process where a person becomes his own person and is able to develop different psychological traits and potentials. Self-actualisation can be said to be a person's level of maturity, where the peak of this maturity is seen from the various achievements obtained by individuals in accordance with their capacity and potential. It can be

concluded that self-actualisation is an effort to maximise one's potential. Self-actualisation generally arises from several understandings, HM states

"... not merely to get a piece of accreditation paper but based on the implementation in the field for the convenience and security and safety of patients."

An achievement of a potential that has been developed is characterised by an award and appreciation. Appreciation and respect are measured by how an organisation is able to maximise the potential of its employees continuously, maximising employee potential must have a focus or target that has been set and all employees are able to implement it to the fullest, NA said

"... the main focus is in the vision and mission, because there is our mission where we want to provide excellent service to the community, the provision of excellent service is service excellent, so we focus on that."

In a service delivery organisation, all activities or programmes that support self-actualisation focus on the vision and mission of the organisation. Self-actualisation of each individual holds an important point in achieving the vision and mission, as evidenced by individuals who are able to develop their potential both from their soft skills and hard skills, in helping to solve problems faced by the organisation and fellow organisation members. MH said

"... if the strengths of our employees, for example, our employees can speak Arabic or English, that's from me and the HR manager, we recommend that there be a translator"

MH added

"... but if there is expertise in other fields, for example, the security guard can lecture hut alumni, well, I usually direct him to fill the Friday sermon here, so like that.",

MH added

"... but if there is expertise in other fields, let's say the security guard can lecture hut alumni, well, I usually direct him to fill the Friday sermon here, so like that. "

MH added

"... So there are rewards like that so that they feel they are really cared for so they become aware that they are cared for by the hospital so they have to care about the service too."

An advantage or potential that is well developed, will add insight than individuals both in terms of soft skills and hard skills. With the potential that is maximally encouraged by the organisation will make the potential of employees feel glimpsed and appreciated, this in itself will make employees care more about their potential and foster the spirit to continue to develop their potential.

Family-based HR development is able to create employees with character at UNISMA Hospital

Performance evaluation is a periodic assessment of the performance of employees by relevant managers in a company or agency. Employee performance

evaluation is explained by Susan M. Heathfield from The Balance Career as an assessment and review of employee performance. Performance evaluation is needed in an organisation or agency to find out how employees succeed in achieving the targets set by the organisation. Performance evaluation itself from each organisation has different standardisation, generally performance evaluation arises from various views, HM stated

"... so we have performance reports from each program rather than existing departments, where it becomes our data that will be the subject of discussion, coordination and evaluation to the relevant ranks, the assessment is carried out 360 degrees, not seen from performance records but also an assessment in terms of the views of leaders and colleagues, with the existence of this data later the data is used to run the wheels of the organisation to run well, the data will be processed by means of evaluation, coordination, and implementation which will become SPO in an effort to improve employee performance."

Evaluation of employee performance is determined by data from records of work performance carried out by employees in carrying out their duties and also taken from observations from colleagues and leaders who are in the department occupied by employees. Evaluation of employee performance can also provide insight for department leaders or organisational leaders in following up on employee performance that is deemed less than standard, NA stated

"... but this punishment is also tiered, first we do guidance first and then coaching such as giving advice and then we evaluate. If the employee's performance is still declining, then there is a second, and third stage in giving a warning for the decline in employee performance. Giving punishment is in accordance with the qualifications and level of decline in employee performance. With the qualifications and levels of performance decline, leaders can easily assess the competencies possessed by employees both in terms of soft skills and hard skills."

The decline in employee performance can be overcome by giving warnings and evaluations and punishments for the performance results of the employees concerned. Decrease qualification is needed in employee performance evaluation as a benchmark for how declining employee performance is so that department leaders can easily find solutions to improve employee performance again and become SPOs that can help employees in carrying out their duties and can help employees be more optimal in developing their potential. FR stated

"... There is a super vision, there are KPIs, and there is individual performance, from there it will be the rail to conduct a coaching on our ranks whether this is on target or not. High work ethic, patient safety, this needs to be improved in accordance with SPO and guidelines in each unit. The existence of a committee tasked with collecting and recording employee potential makes it easier for leaders to increase the potential of fellow employees."

The existence of both individual assessment indicators and performance standardisation makes it easier for employees to drive the wheels of

organisational performance. SPO, Super vision and KPI are the track or rail in an effort to maintain and improve employee performance in providing services. This is indicated by an increase in work ethic and patient safety which are the main targets in providing services and in an effort to increase the potential of employees. MH stated

"... increased, this is indicated by how satisfied the patient gets the service from the employees and the RSI itself"

By maintaining the performance and work ethic of employees can help achieve the service targets to be provided. A target is said to be achieved if there is a sense of satisfaction felt by those who receive a service or who feel a performance owned by the organisation. Achieving a target given to employees will also be an added value for the organisation, therefore giving rewards and punishments is the most important thing in trying to maintain employee performance, the form of giving rewards and punishments to an employee's achievements varies according to the assessment that has been carried out and also sees the potential of the employee, as HM stated

"... automatically when I see that there is good potential, we will have a separate assessment for him to get an award either in the form of a higher position or responsibility, it is also an award."

The potential and performance of employees who continue to increase will be seen by the leader and will certainly be taken into consideration in increasing the position of employees. position or position increase is the highest award when employees are deemed sufficient and capable of developing their potential and increasing their performance to the maximum. Giving rewards in organisations usually has its own method of assessing, as FR stated

"... in our nursing and midwifery unit there is a nursing and midwifery service work programme that has rewards and punishments, employees who work in accordance with the KPIs that have been achieved will get their reward, namely the accumulation of service points. If there is also punishment if friends take incorrect actions, then there is punishment, SP and so on in accordance with the HR unit."

Employee performance appraisal is important in rewarding employee performance. The assessment is usually based on SPO or KPI which has become a guide in providing services, with the performance of employees who are able to meet the individual key performance that has been determined, it becomes a point for leaders to give rewards or awards. The provision of rewards and punishments from each department is always different, as MH stated

"... to improve that we have an attendance reward every month that is given from the hospital, for example if we are late there is a deduction whether it is Rp.10,000 or going home but doing the attendance there will be a reward."

Providing a reward and punishment is not always about positions or points from achieving KPIs. Employees who do not fulfil and are indicated to have made a mistake get punishment in the form of a fine, either through deductions from their salary or they can also pay. With performance evaluation, reward and

punishment, and the implementation of SPOs and KPIs, the organisation creates a system that is embedded in the organisation and employee behaviour. In essence, the application of key performance and standard operational guidelines is the basis for the formation of an organisational work system that will lead to the formation of a good work culture for employees. HM explained

"... the organisational culture of RSI UNISMA is RAPI ISLAMI (Friendly, Amanah, Profesional, Ikhlas) Friendly so in working and providing services all staff must be friendly. We are given a mandate from the Foundation to provide the best service for the community and the community gives us a mandate to be able to protect their lives or health. We as health care providers must be professional in carrying out our duties and also fully committed to public health. We are required to be sincere in providing services if we are not sincere in doing a job then we work still with a sense of selflessness. This RAPI ISLAMI organisational culture has been agreed together in discussions by the entire board of directors and the RSI UNISMA Foundation".

An organisation that runs has a work culture that will form a work system. The work system or work culture is formed from the desired adjustment of the purpose of the organisation and has been agreed upon. The work culture or work system of the organisation must also reflect what the organisation is engaged in and how the services are provided. The existence of a work culture or system can also help leaders in making policies that will be applied in the organisation. NA explained

"... the policies that are applied automatically refer to the work culture that exists in the hospital, of course it is a mandatory requirement for friends to have and implement a work culture. So basically we emphasize all employees to behave according to the existing organisational culture. For us, the work culture is friendly, trustworthy, professional, sincere, and Islamic. So the commitment is that everyone wants to work according to the work culture of the organisation. That is very influential, because what we sell is services."

Every organisation has its own culture, in this organisation the organisational culture that is the basis for forming a policy for employees is friendliness, trustworthiness, professionalism, sincerity, and behaving in accordance with Islamic principles is the basis of the work system held by the Unisma RSI organisation. Policies formed from organisational culture and implemented in the organisation can shape the character of the organisation and the character of the employees themselves. From the policies that have been formed, it can make it easier for each department to carry out its work programme as MH said,

"... the first is that we must be honest, the second is that we must be able to carry out the mandate as well as possible, then we have a programme, for example, if there are 50 new patients, those 50 patients must be served."

With the formation of employee characters who are honest and able to carry out the mandate, will be able to make employees able to complete the responsibilities given to the department in which they are placed and can facilitate

performance evaluation activities for both the organisation and employees. The organisation can run well if the policy describes in detail the organisational culture that has been formed from the beginning.

Training is a series designed to improve the skills, knowledge, experience, and attitude changes of an individual implemented by activities. Development is the preparation of individuals to take on different or higher responsibilities than before in an organisation. The essence of the organisation can continue to grow is the activity of training and development, this becomes the focus of the organisation in preparing for the regeneration of the bodies in the organisation, so that the wheels of the organisation continue to run well without any vacancies from each department in the organisation, as well as being an object of assessment of the potential possessed by employees in the organisation. The view of organisational training and development programmes can be interpreted from a variety of perspectives, HM states

"... These trainings can be conducted externally or internally, in following up the process of developing our human resources we always organise trainings both for staff and employees and also for the general public. Training activities including outbound and recitation are carried out to form loyalty and commitment to further maintain hospital accreditation. The attitude and commitment of the organisation in developing its human resources is to send and make trainings both soft skills and hard skills to staff and employees both medical and non-medical according to the needs of RSI UNISMA."

NA also explained

"...we conduct trainings that support the soft and hard skills possessed by each employee, both in terms of profession and in terms of service. Because what we sell is related to services, we always provide training for employees both internally and externally. If employees need training or certification but here cannot provide it, they will be sent to the training on recommendation. For internal, we always conduct training in the form of service excellence and product knowledge in this hospital."

MH explained

"... to follow up, there are usually trainings from RSI such as for example for doctors or nurses there is K3 safety training, PPI, well that's also the same as sending some people later they also have to submit the results to us too."

The activities of the training programme carried out by an organisation can be carried out with internal and external programmes that are tailored to the needs desired by the organisation. With this activity, employees are expected to be able to develop their soft and hard skills to help the development of the organisation in achieving its goals. The training and development activities of these employees also require commitment and a consistent attitude in its implementation. This training and development activity does not only focus on medical staff or members but also focuses on non-medical staff who are already owned and newly joined staff. In an organisation there must be something called recruitment, recruitment is needed in the organisation to meet the needs of resources in running

the wheels of the organisation. New employees in an organisation will be required to adapt quickly to the work culture and organisational culture that has been formed in the organisation, therefore the activities of training and development are needed. The process of training and familiarisation of new employees in an organisation is different, NA explains

"... The instructions in work are not too pressing but more like guiding. We provide guidance and mentoring for 3 months to new employees before they are released to carry out their duties and responsibilities. The mentoring and guidance depends on the position occupied by the new employee. For policy positions, this is done directly by the General Manager and Human Resources. Meanwhile, for those whose positions are in the technical part of the work in the field will be accompanied by seniors or heads in that field."

The process of forming new staff in following the work culture contained in an organisation can be done by mentoring with the mentoring method. The mentoring method can make it easier for a new employee to more quickly learn and get used to the work culture that exists in the organisation. Mentoring activities will be right on target if the assigned mentor is in accordance with the department taken by the new employee. In general, mentoring and habituation of work culture to new employees is carried out for 3 months or it can be when new employees are deemed sufficient and able to walk alone in carrying out their responsibilities. After training activities are carried out, the next stage of activity is HR development where this development is needed so that the activities of the training that have been carried out can help the organisation grow, NA explained

"... there are many professions here, so we have a HR development and management programme. There are various forms of activities such as education and training or structural career development. By assessing and evaluating where he fits in with the potential seen by us, if he is able to work outside the field he is currently occupying, a rotation of positions will be carried out in honing and increasing the potential of employees."

MH also explained

"... to develop that, for hard skills, usually the hospital provides training programmes, for example from us in the religious field there is a practice of bathing bodies in a shar'i manner. Then we also send two representatives who later this representative must tell the funeral bath department how to bathe the corpse quickly, what is effective, then for non-Muslims we just follow the recommendations of the family."

Each organisation has a different HR development program, with the implementation of a development program for employees can form potential employees to fill positions that require additional HR personnel. Development activities are considered successful if the efforts made have a good achievement from the results of the evaluation of activities and assessments in accordance with the operational standards set in the organisation. This evaluation and assessment is obtained from the percentage made by employees who have participated in the training and also in its implementation. The potential of employees who develop

will make these employees get a good career path in the future, with one example being a transfer of position or promotion which is a concern for managers in seeing the potential of employees both from structural and non-structural. The implementation of human resource development cannot be done carelessly, the process of developing the potential of employees has a flow and procedures that need to be considered, so that later it does not cause a lack of resources in carrying out organisational activities. The flow of implementing employee development programmes from each organisation has its own rules.NA explain

"... the process or flow of training is carried out by submitting training or attending training outside the hospital, so training for employees is carried out by communicating first with all units in the hospital after which training will be held or can also be selected according to the needs of the employees themselves. If the employee needs it, they will be sent to do training outside the Unisma hospital."

FR also explained

"... all of us nurses and midwives are obliged to improve our knowledge both from impess training within the hospital and outside the hospital. We also suggest and urge the direction and encouragement of friends to transfer levels from D3 to D4 / S1, from S1 to S2 according to their profession. From that, it is hoped that friends can improve their competence."

MH explained

"... besides that, the HR manager also regulates that once a year there must be religious training like that and we also have spiritual meetings every month. The development of employee potential is always growing, if in the beginning we only took the pillars, now we also add the sunnahs. Every employee has been equipped with keaswajaan and then every year there is material that is given continuously and there is material that they must master, so they inevitably have to care."

Flow and procedures are needed in the process of developing human resources owned, with this the organisation does not need to fear the lack of resources owned. In addition, it makes the running of the organisation run in an orderly manner, this condition is marked by the priority in the process of running the program rather than the development of its human resources. Development is an obligation of every employee and not just an obligation of the organisation in running an organisation. The existence of suggestions and targets in the development program illustrates that the organisation has a high commitment to the potential of each employee working in the organisation. A simple example of an HR development programme is the transfer of knowledge owned by employees either through formal or non-formal education such as external training or certification of employee expertise. The development that has been carried out will be able to help a division or department owned by the organisation to make a work program in the future or also always run every year by the organisation, NA explains

"... we also have a training programme, which is training for new clinical services, so they will be trained first to use the new equipment, or maybe there are new procedures from the scientific field that we will do training to the units that need it."

MH explained

"... the programme that is run for internal is guidance from both employees, patients, and families of patients, if for external it is currently still padcast. In the future, there will be a programme to propose to Unisma University to hold training on bathing bodies, from which there will be further branches, for example, how to bathe bodies affected by HIV, or at least be able to bathe the bodies of one's own family."

The application of the training programme that has been designed can help the HR development programme to more quickly optimise employee potential. That way the running of the organisation becomes more organised and directed in accordance with what the organisation wants. In addition, the training that has been carried out can foster the character of employees who care and foster an attitude of loyalty to the organisation they occupy, as well as making the organisation's image in the community good by associating with many other organisations in carrying out their training and HR development programs.

A career path is a series of job positions undertaken by a person and leads to short-term and long-term professional goals. Career path as a process of development of an individual through work experience and different positions in an organisation. It is concluded that a career path is a route or path of a person in achieving his goals in a job (Iis et al., 2021). In an effort to meet their physiological needs, in this case the need for development and self-actualisation, employees in achieving their career path are usually marked by a great desire to increase their potential and develop their abilities in the organization (Pandey et al., 2018). In this regard, companies can facilitate the formation of organisational support by providing development opportunities to meet employees' personal development needs. With the facilities and opportunities that employees have provided by the organisation/agency to get a better career or promotion, it becomes a strong motivation for employees to carry out their responsibilities as well as possible. This motivation will later be assessed by the manager whether an employee deserves a career path for the desired position or position. Career paths have many sides of view in their application, as described by NA stated

"... So every employee if he has the potential to work outside the field he is currently occupying will later be rotated in honing and increasing the potential of employees. By assessing and evaluating which part of the company they are best suited for with the potential seen by us."

The career path of an employee is not seen from how long he works in the organisation he is in, but also seen from how much he is able to carry out his duties and obligations, as well as the development of the potential possessed by employees, evaluation and assessment of performance is able to measure how far the development of employee potential. After being seen from the potential

possessed, job rotation will be carried out to hone the potential and improve the performance of employees. With the opportunity for a better career path that is seen from the potential of employees, it is very important that there is a need for a review by conducting several test methods to assess that employees whose potential has met the requirements for a position increase are ready to be in that position. In this case stated by FR with

"... usually when we want to move up a class, there is an interview test, so from there we know where these friends want to go, whether they want to go to the structure or want to go to the service. secondly, besides that, if there is a structural transfer, there will be a psychological test or psychological test that can direct friends to the head of the department or staff."

This proves that the organisation needs to be careful in providing a better career path for employees which in the future is expected not to reduce the performance of the organisation's activities in providing services. With several test methods carried out, it gives an idea that the employee who will be promoted deserves to be in that position or position. The existence of different methods in assessing and providing opportunities for promotion of the position given, makes many employees want to provide evidence of their performance optimally and be motivated in providing services and loyalty to the organisation.

Based on the findings of the minor proposition above, it can produce a major proposition. Where, in this study the major propositions of this study are as follows:

Islamic-based Transformational Leadership Behaviour can create Organisational Commitment and HR development in order to improve the Organisational Culture of UNISMA Hospital.

Sumber: Analisa Data (2022)

DISCUSSION

After finding the minor proposition and major proposition in the research conducted, the researcher visualised the findings as follows:
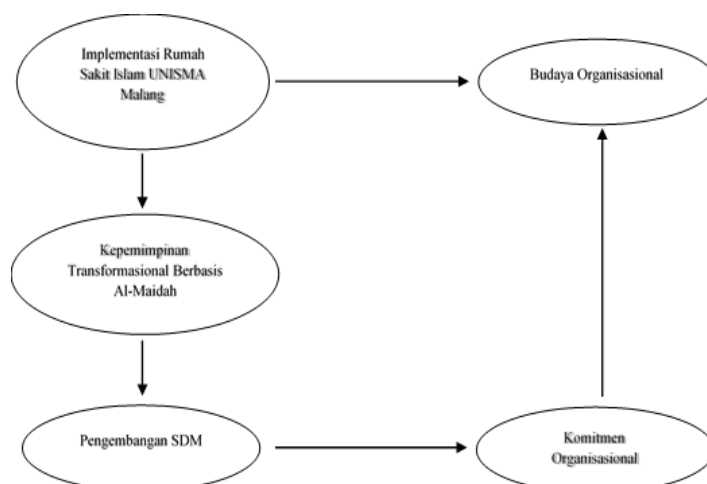
Gambar 1. Temuan Penelitian

From the graphic image above shows the process of forming an Organisational Culture through the existence of a form of leadership model, the commitment of an organisation, and there is a process of Development of Human Resources owned. So that each component contained in the graph above has the ability to form an organisational culture and the existing work culture at UNISMA Malang Islamic Hospital can continue to run and be well maintained.

In the description above related to transformational leadership that has an impact on the formation of an organisational culture, researchers reveal the model and process of running a leadership in leading based on religious elements, which creates an organisational culture that runs in accordance with religious elements.

High organisational commitment is also needed in the process of maintaining a culture that has been created in the organisation, and commitment from the organisation is also necessary in an action to develop the potential of employees in an agency, organisation, or company. With the organisational commitment that is carried out and implemented, the organisation has the ability to exploit opportunities, has an advantage in competing, both for individual employees and organisations.

The development of Human Resources that runs does not escape the improvement of individual competence, organisational support, and support from management. Thus, the desired needs in the process of achieving an organisational goal can be achieved, with the increasing competence of employees both from formal education and programmed forms of training, increasing opportunities for employees to get a better career path.

Based on the description above, the implementation of UNISMA Islamic hospitals that have religious-based transformational leadership is able to provide an important role in HR development and can realise organisational commitment in an effort to create a religious-based UNISMA Islamic hospital organisational culture.

CONCLUSION

Based on the results of the research that has been done, it can be concluded that in the UNISMA Malang Islamic Hospital there is transformational leadership based on religious elements, which in its implementation the leader is concerned with the relationship between hablulminannas and hablulminallah which is adopted from one of the letters in the book of the Qur'an, namely surah Al-Maidah. Then, organisational commitment that occurs at UNISMA Islamic Hospital focuses on providing excellent service with high dedication from each employee. Next, the HR development process that occurs at UNISMA Islamic Hospital is formed by internal and external training programmes. The training programme is also suggested by the management for employees to be able to carry out level transfer in the form of increasing knowledge in terms of formal education. So the conclusion can be drawn.

Islamic-based transformational leadership behaviour is able to create an organisational commitment that can improve HR development programs in order to create a better organisational culture at RSI UNISMA Malang.

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